

LEWIS-CLARK STATE COLLEGE

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# Policies, Regulations, and Financial Review (PRFR) Report

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September 2024



## Table of Contents

INSTITUTIONAL OVERVIEW .....	4
MISSION FULFILLMENT .....	4
ELIGIBILITY REQUIREMENTS .....	6
STANDARRD TWO: GOVERNANCE, RESOURCES, & CAPACITY .....	6
2A. GOVERNANCE .....	6
2.A.1 BOARD: .....	6
2.A.2 LEADERSHIP: .....	7
2.A.3 CEO/PRESIDENT: .....	9
2.A.4 DECISION MAKING: .....	9
2.B. ACADEMIC FREEDOM: .....	11
2.B.1 ACADEMIC FREEDOM.....	11
2.B.2 ACADEMIC FREEDOM.....	11
2.C. POLICIES & PROCEDURES .....	12
2.C.1 TRANSFER OF CREDIT: .....	13
2.C.2 STUDENTS' RIGHTS, RESPONSIBILITIES.....	13
2.C.3 ADMISSIONS; PLACEMENT; ACADEMIC STANDING .....	14
2.C.4 STUDENT RECORDS: .....	15
2.D. INSTITUTIONAL INTEGRETU .....	16
2.D.1 TRUTHFUL REPRESENTATION.....	16
2.D.2 ETHICS AND COMPLAINTS: .....	18
2.D.3 CONFLICTS OF INTEREST: .....	20
2E. FINANCIAL RESOURCES.....	20
2.E.1 AUDITS, OVERSIGHT: .....	20
2.E.2 PLANNING.....	22
2.E.3 MANAGEMENT: .....	24
2F. HUMAN RESOURCES .....	25
2.F.1 EMPLOYEE INFORMATION:.....	25
2.F.2 PROFESSIONAL DEVELOPMENT: .....	26
2.F.3 SUFFICIENCY: .....	27
2.F.4 EVALUATION: .....	28
2G. STUDENT SUPPORT RESOURCES .....	30
2.G.1 EFFECTIVE LEARNING AND STUDENT SUPPORT ENVIRONMENT: .....	30
2.G.2 PUBLICATION OF INFORMATION:.....	31

2.G.3 LICENSURE; EMPLOYMENT REQUIRMENTS: .....	31
2.G.4 FINANCIAL AID: .....	32
2.G.5 FINANCIAL AID: .....	32
2.G.6 ADVISING: .....	33
2.G.7 IDENTITY VERIFICATION (DISTANCE ED.): .....	34
2H. LIBRARY & INFORMATION RESOURCES.....	35
2.H.1 LIBRARY AND INFORMATIONAL RESOURCES: .....	35
2I. PHYSICAL & TECHNOLOGY INFRASTRUCTURE .....	37
2.I.1: PHYSICAL & TECHNOLOGY INFRASTRUCTURE .....	37

## INSTITUTIONAL OVERVIEW

Lewis-Clark State College (LC State) was established by the Idaho State Legislature in 1893 as a regional Normal School dedicated to teacher training. Today, LC State is one of Idaho's four public four-year higher education institutions. LC State's Carnegie classification is *Baccalaureate College—Diverse Fields*, with the “diverse” designation referring to the College's broad mix of undergraduate programs in the professions, arts, and sciences. The Carnegie classification of LC State's size and setting is “small four-year, primarily non-residential.” The College emphasizes teaching and learning (with research playing a supporting role to teaching), application of learning, direct interaction among students and faculty (LC State does not utilize teaching assistants), and a small-college/small-class environment that maximizes the opportunities for the success of LC State's traditional and non-traditional students.

LC State's credit and non-credit programs fall within three primary mission areas: academic programs, career and technical education programs, and professional programs. In addition to its traditional four-year baccalaureate programs, the College has been assigned a collateral mission of providing community college programs within its five-county area of operations (Clearwater, Idaho, Latah, Lewis, and Nez Perce Counties) by its governing body, the State Board of Education (SBOE); and in 2020 Gov. Brad Little signed a bill [395] that officially amended Idaho Code to allow LC State to offer graduate-level course work.

LC State's campus is located in Lewiston, Idaho. The College also delivers instructional programs at the LC State Coeur d'Alene Center (in collaboration with its Northern Idaho Center for Higher Education [NICHE] partners: Boise State University, Idaho State University, North Idaho College, and the University of Idaho), and operates outreach centers in Grangeville, Moscow and Orofino.

LC State is a regional state college, operating under the governance of the Idaho State Board of Education. The statutory basis for LC State is located in the Idaho Code, Title 33 (Education), Chapter 31, as amended in 2020, which directs the College to offer instruction in “*college courses in the sciences, arts and literature, professional, technical, and courses or programs of higher education as are usually included in colleges and universities leading to the granting of appropriate collegiate degrees as approved by the state board of education.*”

## MISSION FULFILLMENT

The mission of LC State, as approved by the Idaho State Board of Education, is: *Lewis-Clark State College prepares students to become successful leaders, engaged citizens, and lifelong learners.* The mission statement which resulted from broad campus conversation, is understood by the campus community, and aligns with LC State's tagline, *Connecting Learning to Life.*

LC State has maintained continuous accreditation through the Northwest Commission on Colleges and Universities (NWCCU) since 1964. The Provost and Vice President for Academic Affairs holds primary responsibility for monitoring compliance with the Commission's Standards of Accreditation, with support from the Vice President of Institutional Research, Planning and Effectiveness. Standards are regularly reviewed, shared with the campus community, and used to

drive college processes such as strategic planning and curriculum decisions. The institution annually assesses both instructional and non-instructional units through a comprehensive assessment process that both evaluates established outcomes *as well as* resource needs. Below is an explanation of the institutional process.

We reviewed our assessment processes overall during FY 2021. Unit Assessment Reports are to be submitted at least every three years, or on a rotation determined by the unit. This will allow us to realign our assessment towards the new standards of the Northwest Commission on Colleges and Universities (NWCCU - our campus-wide accreditor).

LC State's college-wide strategic planning, programming, budgeting, and assessment process (initiated fall 2001) integrates financial planning with the college's strategic planning process. All the college's functional areas and constituency groups continue to play an active role. The strategic planning process includes the following components related directly to financial planning:

- A Resource Request Form (RRF) through which units develop proposals to reallocate funds or request new resources to support essential programs. In some years, budget planning scenarios (one to three anticipated funding levels over the previous fiscal year base budget level) are included in the RRF process, to enable units to develop several sets of budget proposals.
- An analysis and advocacy process, where each program proposal competes for available resources through functional area committees (FACs). The FAC facilitates prioritization of needs, needs are vetted by multiple constituencies, and finally, the needs are presented by the FAC Chair to the Presidential / Cabinet for final decision-making.
- The RRF and campus master planning processes are complementary in identifying programmatic needs. Through these processes, legislative 'asks' are identified, including short and long-term initiatives for program and capital planning.
- The budget and planning processes serve as a mechanism for engaging all college constituents in monetary- and non-monetary compensation decisions (e.g., developing LC State's annual compensation plan for raises). The President's Compensation Review Committee (CRC) is the primary vehicle for analyzing and exploring compensation issues.
- The college budget development timeline synchronizes financial planning and decisions with legislative, Idaho state Division of Financial Management, and Idaho State Board of Education processes and timelines.

LC State's assessment, planning, and budget process enable the college to integrate financial planning within a strategic process that is focused on the institution's assigned role and mission. Since its inception in 2001, the planning process has been continually assessed and refined, along with its embedded financial planning components.

## ELIGIBILITY REQUIREMENTS

LC State attests compliance with the NWCCU's eligibility requirements.

## STANDARD TWO: GOVERNANCE, RESOURCES, & CAPACITY

*The institution articulates its commitment to a structure of governance that is inclusive in its planning and decision-making. Through its planning, operational activities, and allocation of resources, the institution demonstrates a commitment to student learning and achievement in an environment respectful of meaningful discourse.*

### 2A. GOVERNANCE

#### 2.A.1 BOARD:

*The institution demonstrates an effective governance structure, with a board(s) or other governing body(ies) composed predominantly of members with no contractual, employment relationship, or personal financial interest with the institution. Such members shall also possess clearly defined authority, roles, and responsibilities. Institutions that are part of a complex system with multiple boards, a centralized board, or related entities shall have, with respect to such boards, written and clearly defined contractual authority, roles, and responsibilities for all entities. In addition, authority and responsibility between the system and the institution is clearly delineated in a written contract, described on its website and in its public documents, and provides the NWCCU accredited institution with sufficient autonomy to fulfill its mission.*

Lewis Clark State College is designated as an Idaho public postsecondary institution, which has limited governance and oversight by the Idaho State Board of Education (SBOE). The limited governance and oversight are defined in the Idaho State Board of Education rules and regulations that pertain. The Idaho State Board of Education (SBOE) is responsible for the governance and oversight of all levels of public education in Idaho. The (SBOE) is the ultimate authority for all public education institutions in the State of Idaho. The board is comprised of eight members: seven appointed by the governor with the eighth (the Superintendent of Public Instruction) elected generally by the people. A quorum of the (SBOE) consists of five members. As stated on the Board's website: The State Board serves as the Board of Trustees for state-sponsored public four-year colleges and universities and the Board of Regents for the University of Idaho. As Board of Trustees or Regents for institutions, the appointed members oversee the activities of the institution, as defined in each institution's bylaws. (SBOE Board Facts) LC State is one of eight institutions of higher education governed by the Idaho State Board of Education and is joined by Boise State University, the College of Eastern Idaho, the College of Southern Idaho, the College of Western Idaho, Idaho State University, North Idaho College, and the University of Idaho. LC

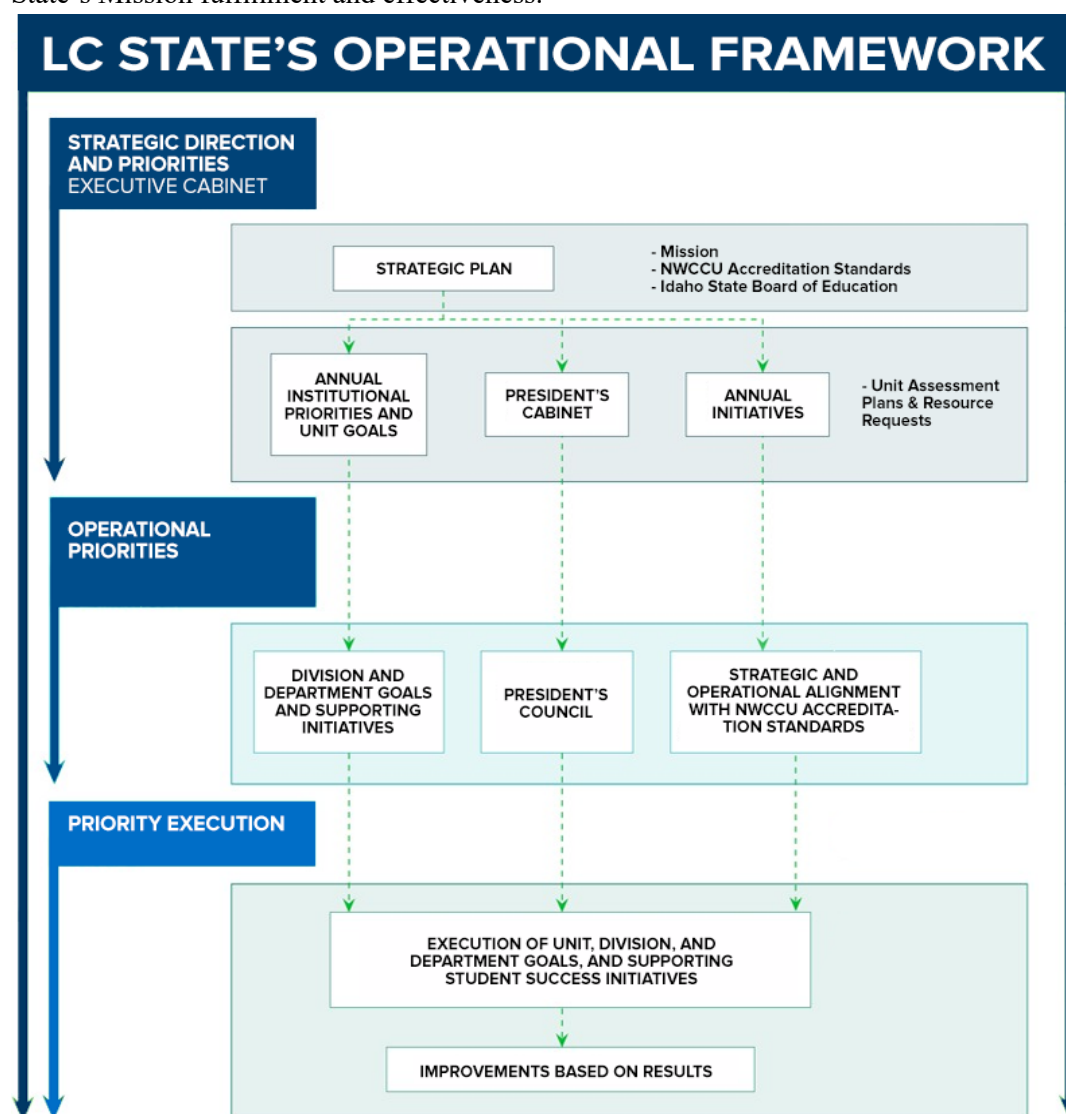
State was originally designated by the Idaho Legislature as an institution of higher education, originating in 1893 (Idaho statute 33-3101).

### Administration of LC State College (Policy 1.101)

#### 2.A.2 LEADERSHIP:

*The institution has an effective system of leadership, staffed by qualified administrators, with appropriate levels of authority, responsibility, and accountability who are charged with planning, organizing, and managing the institution and assessing its achievements and effectiveness.*

LC State has an effective leadership system staffed with high level administrators who are charged with planning, organizing, and managing the institution, as well as assessing LC State's Mission fulfillment and effectiveness.



The President is the head of the institution. The President's Executive Cabinet is an advisory group to the President and is comprised of the Provost & Vice President of Academic Affairs, Senior Vice President & Vice President of Student Affairs, Vice President of Finance, and Vice President for Institutional Research, Planning & Effectiveness. The table below contains the name, title, and highest educational degrees attained for the LC State's President's Executive Cabinet members.

<b>LC STATE'S EXECUTIVE CABINET MEMBERS</b>		
<b>NAME</b>	<b>TITLE</b>	<b>EDUCATION</b>
Cynthia Pemberton, Ed.D. <a href="#">CP Vita</a>	President	Ed.D. Portland State University
Fredrick Chilson, Ph.D. <a href="#">FC Vita</a>	Provost and Vice President of Academic Affairs	Ph.D. New Mexico State University
Andrew Hanson, Ph.D. <a href="#">AH Vita</a>	Senior Vice President & Vice President for Student Affairs	Ph.D. University of Idaho
Julie Crea, Ph.D. <a href="#">JC Vita</a>	Vice President of Finance	Ph.D. University of Idaho
Grace Anderson, Ph.D. <a href="#">GA Vita</a>	Vice President of Institutional Research & Effectiveness	Ph.D. University of California Santa Barbara
Please see the <a href="#">President's Executive Cabinet Organizational Chart</a>		

Additional levels of administration exist throughout LC State's operational and tactical levels of the organization to facilitate mission fulfillment. The President's Cabinet advises the president on college policies, budgets, plans, and otherwise advises and assists the president with the day-to-day operation of the college and works with the president to guide the college in achieving its mission. Accordingly, the President's Cabinet is a central coordinating committee for all college operations. The President's Cabinet is composed of members of the Executive Cabinet as well as Director of Communications & Marketing, the academic and CTE deans, Chair of Faculty Senate, Director of Advancement/Executive Director of the LC State Foundation, Director for Athletics, and the Director of Information Technology Services (ITS). The Cabinet meets weekly during the academic year and monthly during the summer term. Cabinet items supporting mission fulfillment are then communicated and radiated out to each LC State unit, division and department collegewide.

Additionally, the institution has an additional layer or shared governance not reflected in the above graphic, The President's Council which is an advisory group to the president on both



internal and external issues. It serves as a communication, consulting group and meets monthly during the academic year. The President's Council is composed of members of Cabinet and a broader group of director-level positions that rotates to serve current needs of mission fulfillment. Through these layers of shared governance, LC State leadership assesses the previous year's achievements, effectiveness, and progress made on mission fulfillment, calibrate institutional priorities for the current year that is about to be executed, and conduct planning for the upcoming fiscal year.

### 2.A.3 CEO/PRESIDENT:

*The institution employs an appropriately qualified chief executive officer with full-time responsibility to the institution. The chief executive may serve as an ex officio member of the governing board(s) but may not serve as its chair.*

The LC State President is appointed by and serves at the pleasure of the SBOE, and as the Chief Executive Officer of the institution, has full power and responsibility for the organization, its management, direction and supervision within the framework of the SBOE's governing policies and procedures. The SBOE clearly articulates reporting and accountability requirements for the President. Each May, the SBOE conducts an annual performance review with the President. Following the review, the Board issues a letter of reappointment for the next fiscal year which outlines the President's responsibilities and objectives for that time period.

Dr. Cynthia L. Pemberton has been the President of LC State College since July 1st, 2018, and has had a long and distinguished career in higher education including the appointment of Provost at two institutions, Interim and Associate Dean of Graduate Studies, achieved tenure and full professor, as well as a recipient to two Fulbright opportunities. Dr. Pemberton's full-time responsibility lies with the institution. She does not serve on LC State's governing board in any capacity. President Pemberton engages in many professional activities which complement her role as president, such as professional board memberships in a variety of leadership capacities.

### 2.A.4 DECISION MAKING:

*The institution's decision-making structures and processes, which are documented and publicly available, must include provisions for the consideration of the views of faculty, staff, administrators, and students on matters in which each has a direct and reasonable interest.*

LC State's governance structure includes representative bodies for students, faculty, staff, and administrators. The representative bodies in the LC State governance structure are the Executive Cabinet, President's Cabinet, President's Council (includes representation from Faculty Senate, Staff organizations (PSO/CSO), Associated Students of Lewis-Clark State College [ASLCSC]), and designated Work Groups).

LC State's Participatory Governance, governance structure and associated representative bodies' purpose and processes, roles and responsibilities, charters, and bylaws are posted and available on the LC State Institutional Policies and Procedures webpage (*previously called faculty/staff handbook*).

LC State's governance structure is structured as participatory governance to ensure LC State's students', faculty, staff, and administrators' views and ideas are represented and considered for matters where there is a direct and reasonable interest. A recent example of participatory governance is the campus community's consideration of an institutional name change from "Lewis-Clark State College" to potentially "Lewis-Clark State University". The process used in garnering evidence, information, and ultimately support of the name change from Lewis-Clark State College to Lewis-Clark State University began with faculty in the Fall of 2023. Faculty that were representatives of the various divisions and programs spent time researching and investigating the viability of the change and came to a decision that it would be in the best interests of the faculty to move forward. A representative from the faculty group along with the director of communications and marketing met with students, athletics, foundation board, staff, faculty senate, and the alumni board during the spring semester of 2024. Positive reactions of the constituent groups led to the creation and dissemination of a campuswide survey. The results of the survey were overwhelmingly positive indicating that there is interest from all constituents. The institution currently is working with the State Board of Education to consider a possible name change in the future.

LC State's governance structure and participatory governance are designed to be inclusive and promote institutional collaboration, communication, and decision-making between the various stakeholders. Each governing body meets regularly, typically monthly if not bi-weekly, to review and discuss matters of direct and reasonable interest and are governed based on the governance body's documented policies/procedures. (Appendix 3).

- The Faculty Senate is governed based on the Faculty Association Constitution: Faculty Governance (Policy 1.102).
- The Professional Staff are governed by the Professional Staff Organization By-laws: Professional Staff By-Laws.
- The Classified Staff are governed by the Classified Staff Organization By-Laws: Classified Staff By-Laws.

LC State's students' views are also represented via the ASLCSC, the LC State student government. The LC State Student Senate mission is to represent the interests of all enrolled students of LC State. The ASLCSC student leaders present and resolve student concerns; seek out opportunities for improvement within the institution; provide resources; and enhance student life and the community. ASLCSC officers are encouraged to interact often with LC State

administration, as well as in the community as the students' liaisons. Students can choose to be part of ASLCSC as an officer or delegate by applying to current open positions. Information about ASLCSC can be found on the [ASLCSC webpage](#). Please see (Appendix 4) for the [ASLCSC Constitution](#) and for the [ASLCSC Bylaws](#).

LC State Policies and Procedures govern the institutional operational practices, are publicly available on the LC State website, and provide a process in which LC State constituents can influence topics in which they have a direct and reasonable interest. Any employee or employee group can recommend a new policy and/or revise institutional policy change. Policy reviews typically occur every 4 years, or when there are recommendations by an employee, group of employees, or a representative body in the governance structure. The policy is then submitted to the area who's oversight the policy falls under for review. If approved, the policy is forwarded to other constituent groups of whom the policy may also impact. Once reviewed and approved by the external constituent group(s), the policy is sent to the Executive Vice President's for individual review. If approved a final draft is sent to the President for final approval. Once approved, the new or updated policy is posted to the Policy and Procedures website in the appropriate section.

\*Note, there has been recent position changes within the risk management area, and the policy reviews may not be completely up to date, however, they are currently making their way through the review process.

## 2.B. ACADEMIC FREEDOM:

### 2.B.1 ACADEMIC FREEDOM

*Within the context of its mission and values, the institution adheres to the principles of academic freedom and independence that protect its constituencies from inappropriate internal and external influences, pressures, and harassment.*

**AND**

### 2.B.2 ACADEMIC FREEDOM

*Within the context of its mission and values, the institution defines and actively promotes an environment that supports independent thought in the pursuit and dissemination of knowledge. It affirms the freedom of faculty, staff, administrators, and students to share their scholarship and reasoned conclusions with others. While the institution and individuals within the institution may hold to a particular personal, social, or religious*

*philosophy, its constituencies are intellectually free to test and examine all knowledge and theories, thought, reason, and perspectives of truth. Individuals within the institution allow others the freedom to do the same.*

For all of its employees, LC State promotes, values, encourages, and creates an environment that adheres to the principle of academic freedom. Deep at the institutional core is the intellectual pursuit of all knowledge and theories, thought, reason, and perspective of truth for all LC State students, faculty, staff, and administrators. We believe in the importance of academic freedom, which is codified in the institutional policy on Academic Freedom and Responsibility (Policy 2.101), Faculty Professional Ethics (Policy 2.102), Idaho State Board of Education policy, and the institutional student handbook page 38. Additionally, course Syllabi include notification of academic freedom for both faculty and students. (See Appendix 5 for Syllabus template example)

Each LC State faculty and staff members are citizens, learned professionals, and a representative of the institution. When speaking or writing as a citizen, the faculty/staff member should be free from institutional censorship or discipline. However, as a member of the academic community and a representative of LC State, the faculty/staff member should always be accurate, exercise appropriate restraint, show respect for the opinions of others, and make every effort to indicate that he or she is not an official spokesperson for LC State.

Academic freedom and expression are also equally valued for students. Students' right to academic freedom and expression are specifically identified in the student handbook that states, concepts expressed in the classroom are for educational purposes, and a student's adherence to any belief system will not be used as evaluative criteria. Syllabus addendum for students & faculty

## 2.C. POLICIES & PROCEDURES

*The institution develops and widely publishes, including on its website, policies and procedures that are clearly stated, easily understandable, readily accessible, and administered in a fair, equitable, and timely manner*

The Policy process outlines by which LC State's Administration and subordinate units develop, publish, and review policies applicable to college operations, in support of Idaho statutory requirements and higher-level policies established by the Board of Trustees (State Board of Education) for LC State.

LC State Institutional Policies (formerly named the faculty/staff handbook) govern the operational practices and are posted on the institutional website. Procedures related to the LC State policy implementation are available to anyone here: Policy & Procedures (Policy 1.100)

LC State Policies and Procedures continue to be a collation of institutional policies applicable to all college units and is directive to faculty, staff, and student operations.

## 2.C.1 TRANSFER OF CREDIT:

*The institution's transfer-of-credit policy maintains the integrity of its programs and facilitates the efficient mobility of students desirous of the completion of their educational credits, credentials, or degrees in furtherance of their academic goals*

LC State's transfer policies and practices are collaborative between the college's Registrar/Records Office and the instructional divisions. When transcripts are submitted by transfer student applicants, the Registrar/Records staff reviews the transcripts to find course equivalencies that align with the institution's General Education Core. And, in cases where instructional division chairs have already approved of additional equivalencies among specific program requirements, those are also recorded. An additional review of the courses remaining on an individual transcript are reviewed by the relevant instructional division to determine if specific courses that have not been reviewed previously appear to be equivalent. When necessary, the transfer institutions' catalogs and/or course syllabi may be used to authenticate the equivalency.

General transfer policies and procedures are made available on LC State's website. The college's transfer policies are also governed by the Idaho State Board of Education's Policy III.V., articulation and transfer. As general resource for transfer students, LC State maintains a resource page that includes guidance for Idaho, Washington, and Oregon transfer students along with the inventory of current transfer and articulation agreements between LC State and other institutions. A general college policy focusing on the transfer of general education core for students with an associate or baccalaureate degree is also used to guide the transfer credit process.

## 2.C.2 STUDENTS' RIGHTS, RESPONSIBILITIES

*The institution's policies and procedures related to student rights and responsibilities should include, but not be limited to, provisions related to academic honesty, conduct, appeals, grievances, and accommodations for persons with disabilities.*

LC State's primary resource for articulating student rights and responsibilities, myriad provisions of student conduct expectations, and resources for filing grievances is the annual Student Handbook, which is available online and in hard copy form. Hard copies are distributed during the college's new student orientation programs and are available throughout the year in the Office of the Vice President for Student Affairs. The publication is updated annually.

The Student Code of Conduct is also published via an independent college policy, Policy 5.105. This policy is also reviewed and updated annually. Students may also submit grievances, appeals, or complaints about a variety of campus issues by consulting the Office of the Vice President for Student Affairs' webpage, which includes a menu of the various grievances or appeals students

may wish to file. Page 12 of the Student Handbook provides guidance to students who seek accommodations for disabilities. A fuller description and an application for these accommodations can be found on the [Accessibility Services](#) webpage.

### 2.C.3 ADMISSIONS; PLACEMENT; ACADEMIC STANDING

*The institution's academic and administrative policies and procedures should include admission and placement policies that guide the enrollment of students in courses and programs through an evaluation of prerequisite knowledge, skills, and abilities to ensure a reasonable probability of student success at a level commensurate with the institution's expectations. Such policies should also include a policy regarding continuation in and termination from its educational programs, including its appeal and re-admission policy.*

LC State's general admission standards for both undergraduate and graduate students are published in the college's annual General Catalog and are informed by college Policy 5.202 and Policy 5.207. Admissions procedures are outlined on the college's Admissions webpage. Undergraduate admissions policies and standards are informed by the Idaho State Board of Education's Policy III.Q. All admission policies require a review of academic qualifications students must have to be considered for admission to the college and, in turn, specific courses or programs of study. Pre-requisite requirements for specific classes and/or programs of study are determined by faculty and instructional leadership. Students who do not enter the college with ACT or SAT scores to guide their placement into math and English, or who do not have equivalent transfer credit, are given the opportunity to take a placement test in the college's Testing Center. Specific programs may require that students complete a particular core level math class and advisors guide students on their selection of these courses accordingly.

The college programs of study that require additional admission criteria are teacher education, nursing, radiographic science, and social work. Faculty and leadership in each of these programs has determined a set of pre-requisites students must complete in order to qualify for program admission. These criteria include completion of specific courses and/or specific grades in those courses, and, in some cases, passing standardized tests.

Students are provided with criteria for maintaining their enrollments via the college's Academic Standings policies and procedures, which are published in the college's General Catalog and on the Registrar/Records webpage. Information for regaining eligibility to remain enrolled after being academically suspended is also provided and requires students to complete an academic petition with an academic advisor. A flowchart depicting the Academic Standings and petition process is also provided on the website.

Students who lose eligibility for program admission in their respective fields of study (e.g., nursing) work within policies and procedures established by their program faculty and administrators to appeal and/or get re-admitted to their programs.

## 2.C.4 STUDENT RECORDS:

*The institution's policies and procedures regarding the secure retention of student records must include provisions related to confidentiality, release, and the reliable backup and retrievability of such records.*

LC State Policy 1.117 outlines the institution's process for the secure retention of student information. The college follows national FERPA guidelines and best practices for student directory and non-directory information. These practices include mandatory FERPA training for all new employees along with an annual refresher training required of all current employees. FERPA rights are shared with students during new student orientation, at the beginning of each registration period via the college's course registration system, and in myriad publications including the Student Handbook and General Catalog.

The Registrar is the data steward and secures all student educational records from the time a student is admitted to the institution except for financial aid records. All official student records, regardless of stewardship, are scanned and linked to student profiles through document imaging which is saved on a secure database and backed up nightly. Hard copy documents are locked in secure filing cabinets and are retained according to the college's records retention policy. (Policy 4.103).

LC State's Information Technology department protects computer networks and the information that flows through the network. Adhering to Executive Order No. 2017-02, trainings are offered to faculty and staff throughout the semester, and IT performs routine assessments and scans.

LC State is committed to protecting the access, use, quality, security, and retention of all college data and records, including student records. LC State's records are a valuable institutional asset and must be maintained and protected for the purpose of carrying out institutional business. Starting in the spring of 2018 and going forward into the 2024-25 academic year, LC State has and still is formalizing appropriate procedures by way of policy to ensure private records, including student records, are secure/confidential and used properly. Below, these policies and procedures are outlined:

- Effective May of 2018, LC State established privacy disclosures about the collection, use, processing and sharing of records about individuals from the European Economic Area (EEA) in alignment with European Union's General Data Protection Regulation (GDPR).
- To ensure compliance with new Gramm-Leach-Bliley Act (GLBA) requirements effective June 9, 2023, and to align with recommendations from LC State's financial auditor, a policy on Cyber Vulnerability Management (Policy 1.206) was implemented (April 12, 2024).
  - In preparation for this policy and procedure change in response to GLBA, LC State's IT Director led President's Council (a representative and inclusive gathering of LC State leadership and directors) in an exercise of GLBA background and compliance. Slides from that presentation on January 30<sup>th</sup>, 2023, can be found here: President's Council Summary

- Because change can risk data integrity, data loss, or loss of service information productivity, LC State is implementing a separate change management policy by which system and program changes are required to ensure the enterprise resource systems are updated, secure, and aligned to data and process needs. Formal IT change management helps prevent unintended or malicious consequences introduced through system changes and ensures that all changes or alterations to systems are implemented according to an approved framework or model.
- An impending policy will establish a Data Governance Council and Data Working Group to formalize governing operating standards, policies, procedures, practices, and ethical use standards of college records, representing the broad interests of the college.
- Because Cybersecurity is a collective responsibility, a forthcoming Cybersecurity and Information Technology Risk Management policy will use a detailed Risk Management Framework tied to the Center for Internet Security Critical Security Controls (CIT CSC) and cross walked to NIST 800-171 to balance academic/business needs, the potential impact of adverse events, and the cost to reduce the likelihood and severity of those events.
- In order to reinforce an active, thoughtful, and planned environment that will decrease the likelihood and impact of identity theft through unauthorized use and improper access and storage of an individual's Social Security Number (SSN) or protected Personally Identifiable Information (PII), a new policy has been drafted for ratification. This policy has been designed to prevent identity theft through unauthorized access or use of an individual's SSN or protected PII, and to comply with federal and state law, a policy is needed to guide LC State on the acquisition, storage, and access of this information.
- To ensure that confidential information, whether in electronic or paper form, is appropriately secured when a workspace is not in use, a "Clean desk" and "Clear Screen Policy" has been drafted and implemented in August 2024. This will help to reduce the risk of unauthorized access, loss of, and damage to protected information during and outside of regular business hours or when workspaces are left unattended.

## 2.D. INSTITUTIONAL INTEGRITY

### 2.D.1 TRUTHFUL REPRESENTATION

*The institution represents itself clearly, accurately, and consistently through its announcements, statements, and publications. It communicates its academic intentions, programs, and services to students and to the public and demonstrates that its academic programs can be completed in a timely fashion. It regularly reviews its publications to ensure accuracy and integrity in all representations about its mission, programs, and services.*



LC State's communication practices and strategies are guided and inspired by the college's role and mission to "prepare students to become successful leaders, engaged citizens, and lifelong learners," as approved by the Idaho State Board of Education. The college is resolutely and expertly focused on the fulfillment of this mission and truthfully represents this reality.

LC State prides itself in – and markets itself around – transparency, authenticity, interpersonal relationships, and trust.

All major communications are centralized and managed by administrators and supported by the Communications & Marketing Department (C&M). Internal communications, including weekly newsletters and Intranet announcements, are purposed to keep students and employees informed and engaged; and external communications, including news releases, videos, advertisements, web pages and social media posts, tell the college's story through organic, authentic, reality-driven content.

Given the small size of the institution and the open organizational structure, practices and policies, including ones promoting truthful representation, are readily communicated, managed, modeled, and adopted across campus. The college's Code of Ethical Conduct (Policy 3.101), demands ethical behavior of all employees, including the expectation that they "conduct themselves in such a way as to strengthen the faith and confidence of the people of Idaho in the integrity of state government and state employees." The college's Conflict of Interest policy (Policy 1.113) safeguards the institution from outside factors that might lead to misrepresentation. Additionally, the institution publishes its program catalog annually as a binding contract for students, it is reviewed by the Registrar, Academic Affairs, and Admissions offices to accommodate any curricular adjustments throughout the year. Updates are also provided to the SBOE and NWCCU respectively. The catalog is articulated to ensure appropriate timely graduation, as well as course rotation offerings for students.

LC State's Public Records Custodian Policy 1.115 and Public Records Request Policy 1.116 policies assist the college in efficiently complying with Idaho Public Records laws and requests, ensuring that all aspects of LC State operations, including how it represents itself, are fully prepared and positioned to comply with and be exonerated by the highest levels of scrutiny.

The Communications & Marketing (C&M) Office is authorized by administrators as the primary point of contact with the media. This includes all media inquiries, the preparation and distribution of all college news releases and announcements, and emergency notifications. C&M is also instrumental in marketing and brand management. Campus resources on its web pages include a writing style guide, resources for social media and website content, and a branding guide (LC State's Brand).

LC State's website plays a key role in how the college presents itself. C&M plays a lead role in ensuring information presented, especially on upper levels of the website, is accurate and up to date. Web editors across campus, who primarily manage secondary and tertiary pages, go through extensive content training and are charged with actively reviewing content for quality

and accuracy. The web coordinator utilizes software to help identify content errors and broken links in real-time. The college's website catalog is managed by its Registrar & Records Office and is charged with maintaining an accurate record of the college's degrees and certificates.

The college also utilizes the power of social media to tell its story. As with web, primary pages are managed by C&M personnel, while unit pages are managed by unit staff and must adhere to the guidance of the Social Media Policy 1.121. The policy states that "Users should only post on behalf of LC State or its affiliates in an official capacity where they have been explicitly authorized by their supervisor to do so." Under the transparency section, the policy states "Content shared via official LC State social media channels, as well as pages or accounts that these channels like or follow, should reflect the mission and values of LC State. Official LC State accounts should refrain from posting content and liking or following users or pages that reflect personal interests or that may be in conflict with LC State's mission or values."

## 2.D.2 ETHICS AND COMPLAINTS:

*The institution advocates, subscribes to, and exemplifies high ethical standards in its management and operations, including in its dealings with the public, NWCCU, and external organizations, including the fair and equitable treatment of students, faculty, administrators, staff, and other stakeholders and constituencies. The institution ensures that complaints and grievances are addressed in a fair, equitable, and timely manner.*

As outlined in Policy 3.101 Conflict of Interest / Ethical Conduct policy, "Employees of LC State are expected to conduct themselves in such a way as to strengthen the faith and confidence of the people of Idaho in the integrity of state government and state employees. It shall be a paramount concern of LC State employees that they engage in no conduct which might reasonably be interpreted as tending to influence or adversely affect the performance of their official duties."

LC State's commitment to institutional integrity, truthful representation, information accuracy, and high ethical standards extends to all LC State management and operations. This includes but is not limited to dealings with the public, the Northwest Commission on Colleges and Universities (NWCCU), and the fair and equitable treatment of internal and external constituencies and organizations, and during the LC State grievance and complaint processes.

Any person may report an incident of discrimination, sexual harassment, or retaliation to the Title IX Coordinator by calling 208-792-2689, via email at [titleix@lsc.edu](mailto:titleix@lsc.edu), in person in Meriwether Lewis Hall, room 110, or by completing an online form.

Any student or employee may submit a grievance and/or complaint. LC State employs high ethical standards, integrity, and the fair, equitable, and timely treatment of LC State students, faculty, staff, administrators, and other stakeholders or LC State constituencies during the grievance and/or complaint process. Any retaliation and/or intimidation related to a LC State student, employee, and/or constituent grievance or complaint is expressly and strictly prohibited

and enforced college wide. LC State students, employees, and constituents may also submit grievances and/or concerns either verbally or by using the LC State Lighthouse Services Online Reporting Form or by calling 855-840-0070.

Students are provided with several avenues to submit grievances or otherwise express concerns about their experiences at LC State. The Office of the Vice President for Student Affairs hosts a webpage, which provides several outlets for students to submit grievances. Processes for specific grievances are differentiated on the webpage: Student Grievance.

Employee grievances and/or complaints are treated equitably, fairly, and resolved in a timely manner and as quickly as possible.

Policy 3.127 Problem Solving / Due Process Procedure for Classified Employees consists of two tracks. One track is for non-disciplinary, job-related matters and the other is for disciplinary matters. A permanent classified employee is entitled to due process before LC State makes any decision to impose discipline per Idaho Code 67-5315(2) (dismissal, suspension, demotion, or involuntary transfer). Due process requires the employee to receive notice and an opportunity to be heard before a decision to discipline is made.

Policy 3.128 Grievance Procedure for Professional Staff Employees provides a fair, equitable, and efficient procedure for employees covered under this policy to resolve grievances at the earliest date and at the lowest supervisory level possible. LC State encourages misunderstandings to be handled at the department level, with assistance from Human Resource Services. The procedures outlined in the policy are to be used by a professional staff employee to resolve a work-related problem, dispute, or disagreement that affects the employee. Professional staff include exempt employees on an annual contract who work at least half time or more.

Faculty members are encouraged to use Policy 2.115 Faculty Grievance process to resolve disputes. The procedures set forth in this policy are used by faculty members who disagree with administrative decisions in such matters as salary, promotion, tenure, and performance evaluation; to challenge contents of personnel files; and to seek remedy for alleged infringements of academic freedom.

LC State proactively promotes high ethical standards and an informed employee knowledge base via required annual compliance training for FERPA and Title IX Training, which includes unlawful discrimination and harassment information. Discrimination, sexual harassment, sexual misconduct, and other illegal discrimination based on race, color, age, religion, gender, national origin or disability, or any other status protected by law are absolutely prohibited. Allegations of the above will be reviewed and potentially investigated under Policy 3.110, Discrimination and Sexual Harassment. Resolution procedures are located on the LC State website and are publicly available. Annual required employee training compliance and completion is managed and tracked by the Human Resource Services Department in Vector Solutions, LC State's Learning Management System.

### 2.D.3 CONFLICTS OF INTEREST:

*The institution adheres to clearly defined policies that prohibit conflicts of interest on the part of members of the governing board(s), administration, faculty, and staff.*

Idaho law requires certain actions by state employers and employees in any matter where an employee, in the course of their official duties, or members of an employee's household, may have a conflict of interest. Idaho's ethics laws define when an actual conflict of interest exists, including the relationships between an employee and others and the types of activities that are prohibited. In addition to prohibited activities, employees must be aware of any appearance of impropriety between their official duties and their private interests. As LC State is considered a state agency, our employees are required to comply with both the Idaho Division of Human Resources Conflict of Interest policy, and LC State's own policy on Conflict of Interest / Ethical Conduct (Policy 3.101).

In addition, the LC State Financial Conflict of Interest grant related policy (1.113) outlines LC State's ethical responsibility to identify, evaluate, and manage potential or actual conflicts of interest, financial or other, as related to Public Health Service (PHS) and NIH grant-funded projects and applies to all persons affiliated with these grant-funded projects for which the College has received funding or in which the College is participating.

LC State employees must complete and submit a Conflict of Interest and Personal Relationship Disclosure Form (hereafter called "Annual Disclosure") within thirty (30) days of hire and annually thereafter. The purpose of the annual disclosure is to solicit information that allows the College to determine whether an employee has a potential conflict of interest, financial or other, as defined in the LC State policies.

Human Resource Services will review and forward any form indicating an actual or apparent conflict of interest within five business days to the employee's immediate supervisor and to LC State's compliance officer for their review.

## 2E. FINANCIAL RESOURCES

### 2.E.1 AUDITS, OVERSIGHT:

*The institution utilizes relevant audit processes and regular reporting to demonstrate financial stability, including sufficient cash flow and reserves to achieve and fulfill its mission.*

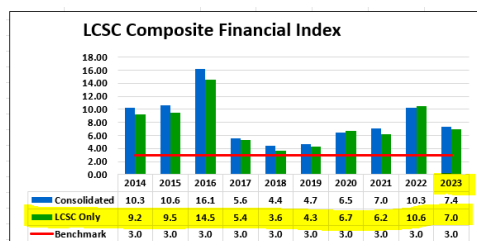
LC State is committed to long-term financial stewardship and sustainability, participates in relevant and regular audit processes and reporting, and demonstrates sufficient cash flow and reserves to achieve and fulfill the LC State mission. LC State and the Idaho State Board of Education have established goals for its reserves sufficient to cover, at a minimum, 5% of

operating expenses. The reserves are intended for the College to fund daily operations and contingencies, provide long-term financial stability, and develop campus infrastructure. The College has earmarked portions of its reserves for other purposes, including campus expansion projects and one-time projects. On June 30, 2023, LC State had total reserves (unrestricted net assets) of \$38.55M. Of this amount, \$26.33M is committed for development purposes and one-time initiatives. Maintaining a healthy and strong institutional reserve balance has been and continues to be an institutional priority.

The Idaho State Board of Education's financial policies and LC State Administrative policies govern LC State, and define requirements for annual independent audits of any and all LC State records and activities to ensure appropriate oversight and compliance with all legal and regulatory requirements and for internal audit and risk management reviews that apply to all financial transactions including but not limited to investment of funds, cash receipting and disbursement, general ledger accounting, grant accounting, purchasing transactions, employee expense reporting, and all other financial transactions executed by LC State. Per Idaho State Board of Education policy V.H, the Idaho State Board of Education ensures LC State undergoes an annual external audit of all funds, fiscal records, and accounts by recommending a firm of certified public accountants with whom the Board will contract. The Vice President of Finance reviews and discusses the annual audit report and findings with the Idaho State Board of Education's audit committee during a quarterly Board meeting.

The Idaho State Board of Education selects an audit firm through the request for proposal (RFP) process. The successful firm is typically contracted for a period of 5 years with 1-year subsequent renewable terms. Currently, the institution is contracted with the accounting firm, Clifton Larson Allen, LLP. The external audit is conducted in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in the Government Auditing Standards issued by the Comptroller General of the United States. Please see the Financial Statements for the most recent LC State Audited Financial Report.

LC State's financial health for the 2023 fiscal year is strong, with a Composite Financial Index (CFI) score of 7.0, which is much higher than the Idaho State Board of Education's target of 3.0. This score is based on the college having good reserves, solid return on net assets, a strong ability to meet its debts, and stable operating income.



## 2.E.2 PLANNING

*Financial planning includes meaningful opportunities for participation by stakeholders and ensures appropriate available funds, realistic development of financial resources, and comprehensive risk management to ensure short term financial health and long-term financial stability and sustainability.*

LC State employs a "bottom-up" financial planning and budget process that ensures meaningful stakeholder participation, availability of funds, realistic development of financial resources, and comprehensive risk management to maintain both short-term financial health and long-term financial stability.

LC State's strategic planning, programming, budgeting, and assessment process, initiated in fall 2001, integrates financial planning with the college's overall strategic planning efforts. All functional areas and constituency groups of the college actively participate in this process. The strategic planning process includes components directly related to financial planning through the Resource Request Form (RRF) process and the budget cycle:

- Executive-level review of prior fiscal year performance, current year budget, three-year projection of reserve balances, and current and historical enrollment projections based on trends and recruitment data. This review also considers auxiliary, grants, donations, and other revenue sources, informing the budget scenarios presented in the RRF process.
- The RRF process allows units to develop proposals to reallocate funds or request new resources for programmatic, facility, and infrastructure needs and complements the campus facility master planning process. Budget planning scenarios, reflecting one to three anticipated funding levels over the previous fiscal year's base budget, and may enable units to develop multiple sets of budget proposals. Through these processes, legislative requests are identified, encompassing both short- and long-term initiatives for program and capital planning. Additionally, the RRF request process informs, and guides changes in student tuition and fees.
- The tuition and fee request process runs concurrently with the RRF process, identifying institutional needs related to compensation, inflation, and other operations, potentially including funding for RRF requests. The LC State campus community, including students and employees, reviews a tuition and fee proposal in the spring, providing feedback and recommendations during a public hearing. Following the hearing, a proposal is submitted to the Idaho State Board of Education for final approval.
- The RRF process also allows stewards of activity fees (such as athletics

and Student Union Building (SUB) operations) to request fee increases for the next fiscal year. When this happens, ASLCSC (the college's student government) holds hearings with the individuals or departments making the requests. ASLCSC then makes recommendations to the college's executive leadership, which informs the tuition and fee proposal submitted to the state board.

- The budget and planning processes include a mechanism for engaging all college constituents in monetary and non-monetary compensation decisions (e.g., informing LC State's annual compensation plan for raises). The President's Compensation Review Committee (CRC) is this primary vehicle for analyzing and exploring compensation issues.
- The annual budget is developed in May of each year, after tuition and fees are set by the Idaho State Board of Education and RRF decisions are finalized. It is then submitted to the Idaho State Board of Education for the June board meeting.
- The annual operating budget must be approved by the Idaho State Board of Education according to policy V.B. Budget Policies.
- The college's budget development timeline demonstrates the synchronization of financial planning and decisions with legislative, Division of Financial Management, and Idaho State Board of Education processes and timelines.

LC State's unit assessment, planning, and budget process enable the college to integrate financial planning within a strategic framework focused on its assigned role and mission. Since its inception in 2001, this process has been continuously assessed and refined, along with its embedded financial planning components.

Revenue budgets for auxiliary enterprises are based on current-year funding and future projections. The State Appropriations budgets follow current guidance from the state and a review of historical trends. Tuition revenue is budgeted based on current and historical enrollment data, including projected changes in tuition and fee rates. Other revenue is conservatively projected based on historical performance. All these areas consider the local economic outlook and broader national trends.

Expense budgets are developed using historical data and enrollment trends and projections. Since over 65% of the college's expenditures are personnel-related, a close review of ongoing and future needs is conducted during the annual budgeting cycle. This review considers the LC State Strategic Plan, local and national economic conditions, the regulatory environment, legislative changes in employee compensation, and adjustments to health and fringe benefits before finalizing LC State's personnel cost budget. Expenses related to maintaining ongoing operations

are projected based on enrollment expectations, revenue projections, and inflationary factors.

The LC State Investments Policy, aligned with the Idaho State Board of Education's investment policy, establishes and defines the authority, objectives, limitations, and reporting and review requirements for LC State's investment program. This policy formalizes the connection between LC State's strategic plan and its mission statement to achieve the College's financial objectives and maximize support for its ongoing operations and viability.

The Idaho State Board of Education's Bonds and Other Indebtedness policy provides a framework for using debt instruments to finance capital and infrastructure initiatives at the College. It outlines the principles and processes to be followed and assigns responsibilities for approving, implementing, managing, and overseeing the College's debt portfolio. LC State has a single bond approved by the Idaho State Board of Education, issued in December 2021 for a residence hall, with an initial amount of \$4 million and an outstanding balance of \$3.57 million as of June 30, 2024.

### 2.E.3 MANAGEMENT:

*Financial resources are managed transparently and in accordance with policies approved by the institution's governing board(s) in accordance with its governance structure and state and federal and applicable state laws.*

LC State upholds high ethical standards, integrity, and transparency in managing its financial resources, adhering to policies approved by the Idaho State Board of Education and complying with relevant state and federal laws and regulations.

Budget managers at LC State utilize WarriorWeb, the college's budget management software, to oversee and manage budgets and funds. WarriorWeb offers timely and accurate financial and budget information, along with various predefined reports, enabling managers to review and analyze details down to individual cost centers, object codes, and transaction specifics.

The Idaho State Board of Education's Audit Committee is a standing committee that meets no less than quarterly with Idaho's four-year institutions. The Vice President (VP) for Finance and Administration and the LC State Controller provide a quarterly update to the Audit Committee members on pertinent financial matters and periodic updates regarding LC State's financial position in comparison to previous years. Additionally, the Idaho State Board of Education's Business Affairs and Human Resources (BAHR) committee meets before each scheduled board meeting with the state's four-year institutions to review fiscal and business matters including those that will appear on the board's meeting agenda. LC State is represented by the Vice President for Finance and Administration and the Director for Budget and Financial Planning.



Following Idaho State Board of Education financial policies, LC State brings forward fiscal matters requiring board approval through these committees. Such matters include the annual budget, student tuition and fee rates, and construction projects. Board members can seek clarifications from the VP of Finance regarding LC State's financial resources, management practices, and sustainability at any time.

LC State's financial and Idaho State Board of Education financial policies are designed to establish internal financial controls, ensure consistency in college operations, and promote responsible stewardship of LC State's financial resources. These policies, like all LC State policies, are crafted in accordance with applicable state and federal laws and regulations.

## 2F. HUMAN RESOURCES

### 2.F.1 EMPLOYEE INFORMATION:

*Faculty, staff, and administrators are apprised of their conditions of employment, work assignments, rights and responsibilities, and criteria and procedures for evaluation, retention, promotion, and termination.*

After a job offer is accepted, the Human Resource Services Department (HRS) conducts a benefits overview for all benefit-eligible employee, including but not limited to compensation, benefits, sick leave and vacation accruals, and conducts a new employee benefits orientation. The review and new hire orientation cover a wide array of information and topics contained on the [LC State Policies and Procedures Webpage \(previously the employee handbook\)](#), specifically many which are listed in Section 3: Personnel, related to employment rights and responsibilities (ex: evaluation, retention, and termination). New faculty and staff are apprised of the institutional policies included in their offer letter, as well as throughout the new employee onboarding process. Additionally, the [Faculty Promotion, Tenure & Periodic Performance Review](#) process provide additional details related to faculty responsibilities, evaluation, retention, and promotion.

Section 2 of the [LC State Policies and Procedures site](#) clarifies the specific Academic roles, responsibilities, and rights of LC State faculty members and contains additional information related to specific HRS policies. The Policy and Procedures Academic webpages (section 2) are maintained by the Academic Affairs office and reviewed by Faculty Senate with final approval from the Provost and Vice President of Academic Affairs. It is reviewed and revised every three academic years, with the next revision date in 2024. The Instructional Operating Procedures for Faculty document includes answers, instructions and/or links to the most frequently asked questions about day-to-day administrative and instructional information for new and returning faculty.

Job descriptions play a crucial role in informing employees of their primary job duties and responsibilities. Each year, job descriptions undergo review and updates during the performance evaluation process, or as changes arise throughout the year. HRS and supervisors maintain and

keep job descriptions up-to-date and retain a copy of the current employee job descriptions. Prior to advertising any job vacancy, HRS requests the most recent job description for the position.

## 2.F.2 PROFESSIONAL DEVELOPMENT:

*The institution provides faculty, staff, and administrators with appropriate opportunities and support for professional growth and development.*

LC State is committed to and recognizes the importance and value in the professional growth and development of employees.

LC State offers numerous opportunities for professional development of personnel. The Professional Development & Training (PDT) Program offered 110 courses in the last program cycle to 536 attendees. The program features courses focused on policies and procedures, financial wellness, purchasing and p-card processes, computer software, health & wellness, safety and security, leadership, customer service, budget and finance.

The PDT program also offers a two-day, intensive Administrative Professionals Training Track twice each year that builds on the valuable knowledge and skills our front-line staff already possess. It provides the skills needed to be an outstanding professional with exceptional communication, computer skills, and LC State-specific training.

Each year, LC State supervisors are nominated by their respective Vice President to participate in the Supervisor Academy. The supervisory Academy is a three-day course that covers best practices for supervising a team of employees. The Academy provides supervisors with the skills to hire and develop an effective team, manage optimal performance, and maintain a positive work environment. It increases confidence in the supervisor's ability to handle supervisory/management situations.

Per the LC State Educational Privilege policy, benefit-eligible faculty and staff who work twenty (20) or more hours a week and have been employed for at least six months are able to take LC State credit bearing courses at a reduced cost. The cost to the LC State employee is \$5 per credit plus a \$20 nonrefundable registration fee per semester. Special course charges, such as activity and lab fees, must be paid by the employee by the due date for the term in which the student is enrolled and are not included in the tuition benefit. Each employee is allowed to enroll in a maximum of seven (7) credits per fall or spring semester and three credits for summer classes. In addition, reciprocal agreements allow LC State employees to take courses for reduced tuition at other Idaho postsecondary institutions. Currently, LC State has reciprocal agreements with Idaho State University, University of Idaho, and Boise State University.

Additionally, LC State has a fully functioning Center for Teaching and Learning (CTL). The CTL supports the personal and intellectual growth of faculty in the pursuit of teaching excellence, inclusive practices, service, and professional development. This department provides numerous professional development opportunities for faculty and staff. On average, the CYL serves

approximately 220 faculty/staff per semester. The Director is appointed as half-time faculty, half time Director for the Center of Teaching and Learning.

### 2.F.3 SUFFICIENCY:

*Consistent with its mission, programs, and services, the institution employs faculty, staff, and administrators sufficient in role, number, and qualifications to achieve its organizational responsibilities, educational objectives, establish and oversee academic policies, and ensure the integrity and continuity of its academic programs.*

The appointment and retention of qualified faculty, staff, and administrators are critical to LC State mission fulfillment and the success of LC State. LC State employs a sufficient number of qualified faculty, staff, and administrators to achieve its organizational responsibilities, educational objectives, establish and oversee academic policies, and ensure the integrity and continuity of its academic programs. Policy 3.106 Recruiting and Hiring Policy explains the criteria for hiring appropriate qualified individuals.

In Fall 2023, LC State had 209 full-time staff and 26 part-time staff. Of the 209 full-time staff, 17 are administrators. In addition, LC State employed 145 full-time and 52 part-time faculty who primarily serve LC State's for credit students. In Fall 2023, LC State's IPEDS Student-to-Teacher Ratio was 16:1. These individuals provide services to LC State's approximately 3,700 students.

Vacant positions at LC State are available on the Employment Opportunities webpage. Each position includes specific qualifications needed to be interviewed for the position.

Instruction is organized into unique academic schools and divisions (please see Appendix 6 for the Academic Organizational Chart). Policy 2.106 Faculty Rank and Promotion, establishes guidelines for the appointment and retention of faculty. As defined by the Instruction Policy (2.103) faculty members are hired based on academic credentials, as well as interviews and are expected to follow institutional policy and guidelines. Full-time faculty members in academic instructional areas should hold at a minimum, a master's degree in the field in which they teach, however it is preferred that the faculty hold a terminal degree in content.

Career and Technical Education faculty must possess the necessary certifications, licenses, and experiences to meet the requirements for Idaho Career and Technical Education (CTE) Certification. CTE faculty without college degrees are encouraged to work toward and complete appropriate degrees.

LC State employs part-time or adjunct faculty in the academic and career technical teaching areas with the same qualifications as full-time contracted faculty. Adjunct faculty are non-salaried faculty, appointed to part-time or full-time positions for the specific purpose of enhancing programs at the college, augmenting the work of the faculty, or filling in for faculty who may be absent. Adjunct faculty are selected by the department supervisor in consultation

with the department faculty and subject to approval and hiring by the appropriate instructional dean.

The LC State Academic Salary [Policy 2.124](#) and [Policy 2.106](#) Faculty Rank and Promotion, discuss faculty expectations including rank advancement opportunities. Full-time faculty workload typically includes 24 credits of instruction, as well as serving on college committees, assessment collection/reporting and program review, peer review, hiring, mentoring adjunct faculty, and other tasks as assigned. The expectation for full-time faculty at all ranks will be 75% time spent on instruction and 25% spent on professional development and other college activities. All faculty members are also required to hold appropriate office hours.

## 2.F.4 EVALUATION:

*Faculty, staff, and administrators are evaluated regularly and systematically in alignment with institutional mission and goals, educational objectives, and policies and procedures. Evaluations are based on written criteria that are published, easily accessible, and clearly communicated. Evaluations are applied equitably, fairly, and consistently in relation to responsibilities and duties. Personnel are assessed for effectiveness and are provided feedback and encouragement for improvement.*

LC State faculty, staff, and administrators are regularly and systematically evaluated on an annual basis and align with the mission and goals, educational objectives, and performance management policies and procedures of LC State.

Per the [Idaho State Board of Education Governing Policies and Procedures](#), Section I. Subsection E, the Idaho State Board of Education conducts a performance evaluation of the LC State President annually to identify strengths and areas which to improve. The Board conducts a review of the President with the intention of strengthening performance, identifying and reaching consensus on goals, ensuring clear understandings of responsibilities, and clarifying expectations among Trustees with the President. The Board annually organizes and convenes a special meeting of the Board for evaluating the President's performance, and it takes place with the President in executive session.

The President in turn evaluates her direct reports, the provost, and the vice presidents; the provost and the vice presidents evaluate the deans and directors. Division chairs are evaluated by the instructional deans, and faculty by the chairs. Directors evaluate their subordinates.

Employee performance management is critical for maximizing individual performance to achieve business results, which involves a continuous exchange of timely, accurate feedback between supervisors and employees throughout the year to set performance expectations, monitor progress, and evaluate results. The purpose of performance evaluations is to provide an objective evaluation by the immediate supervisor of an employee's performance in comparison with established expectations for the position as noted in the current year job description, and to identify an employee's strengths and weaknesses and where improvement is necessary. The

Performance Evaluation of Employees policy (3.129) establishes and provides guidelines for LC State's employee performance management process. Evaluations are applied equitably, fairly, and consistently based on job duties and assessed for effectiveness and provided feedback for improvement. A formal evaluation process is conducted on an annual basis. The Human Resource Services Department provides the evaluation forms and performance expectation ratings on the Performance Management website for supervisors to refer to, as well as training to maintain a high level of effectiveness among supervisors, in conducting performance evaluations.

Supervisors evaluate all staff on an annual basis. The easily accessible supervisor and non-supervisor performance evaluations occur via the performance management process on LC State's Performance Management website. In coordination with their supervisor, employees establish future performance objectives and a development plan during their review at the beginning of the fiscal year. An evaluation takes place at the end of the year with both the supervisor and employee providing input and feedback into the process, as well as the opportunity for providing encouragement for improvement.

The faculty evaluation process outlined below is documented in LC State Policy 2.112, Procedures for Faculty Evaluations.

All full-time faculty members are evaluated a minimum of once every year using multiple data sources. The purpose of the confidential evaluation is to support the faculty member's continuous professional development and excellence. In this way, faculty evaluation contributes to ongoing improvement of college programs.

The annual job descriptions, along with supervisory, peer and student evaluations of faculty, are used as the basis for annual evaluations. Instructional faculty members are evaluated annually on teaching, advising/mentoring, creative or scholarly activity/professional development, service, and collegiality. Library faculty members are evaluated annually on library duties, scholarly activity/professional development, service, and collegiality.

Annual performance reviews and any plans for development and improvement are discussed between the division chair or director and the faculty member and are then forwarded to the dean. If the faculty member agrees with the evaluation, and deficiencies in performance have been identified, a plan of improvement will be noted in the annual evaluation. If the faculty member does not agree with the annual performance review and improvement plan, she or he may attach a written response to the evaluation. The next level of redress for the faculty member is filing a grievance.

In addition to the required annual evaluation, tenured faculty members undergo a Periodic Performance Review Policy (2.113) at intervals not to exceed five years. The faculty member must compile a periodic review portfolio that demonstrates effectiveness in teaching, advising/mentoring, scholarly or creative activity/ professional development, service to the college and profession, collegiality, overall contributions to the division and college, and other assigned responsibilities. Specific instructions for conducting the periodic performance review as well as the timeline for the process are identified in Policy 2.113 Periodic Performance Review.

Specific timelines for annual faculty evaluations are listed in the Faculty Evaluations Policy (2.112) with established deadlines for first-year, second year, beyond second year, and adjunct faculty. The instructional deans, the provost, as well as the division chairs and directors, are responsible for overseeing the faculty evaluation process.

## 2G. STUDENT SUPPORT RESOURCES

### 2.G.1 EFFECTIVE LEARNING AND STUDENT SUPPORT ENVIRONMENT:

*Consistent with the nature of its educational programs and methods of delivery, and with a particular focus on equity and closure of equity gaps in achievement, the institution creates and maintains effective learning environments with appropriate programs and services to support student learning and success. (ACE Institutional Commitment to Teaching Excellence:*

*<https://www.acenet.edu/Documents/Institutional-Commitment-to-Teaching-Excellence.pdf>, AAC&U Diversity, Equity, and Student Success Resources: <https://www.aacu.org/diversity-equity-and-student-success> )*

The institutional educational programs are offered to students from a variety of cultural and socioeconomic backgrounds and are delivered through traditional, lecture delivery, online, hybrid, and virtual remote modalities. A significant number of students at LC State are first-generation, traditional aged (aged between 17 and 24). An increasing number of students are also residential students in that they live in campus-managed or campus-owned housing. The services provided to LC State students account for the primary demographics and include a federally funded TRIO program (Talent Search) focused on helping low-income, first-generation high school students access higher education from middle school and secondary education settings. LC State also hosts a CAMP grant, which provide academic support to students who come from migrant farm families. Mindful of the decades-long relationship between the college and the Nez Perce and other Idaho tribes, LC State supports an Office of Native American, Minority, and Veterans' Services and the menu of services offered through this unit include academic advising, tutoring, veterans' educational benefits processing, and special cultural programming. The larger institutional menu of services includes a growing menu of co- and extra-curricular activities, which provide learning opportunities as well as social engagement for the college's students. In fact, participation in these programs can help qualify students for two micro-credentials upon graduation. At the same time, college services are provided to online students through updated websites featuring descriptions of the myriad services and intended to provide students with a self-directed access to information they need. There are other services that are more interactive including Therapy Assistance Online (TAO) counseling tools and virtual writing assistance. The college's orientation program is offered in Canvas (LC State's learning management platform) as well three live programs – one focused on adults and transfer students, one focused on traditional freshmen, and one focused on students in the college's Coeur d'Alene Center. The Canvas version is offered to online students as well as others (e.g.,

commuters) who are unable to attend a live orientation program. The modules in the online orientation program help new students navigate the myriad services and departments.

Support programs and services are assessed routinely, and part of that assessment includes a review of the relevancy of the programs and services. Relevancy is often measured in part, at least, by the number of students served and student satisfaction with the service.

## 2.G.2 PUBLICATION OF INFORMATION:

*The institution publishes in a catalog, or provides in a manner available to students and other stakeholders, current and accurate information that includes: institutional mission; admission requirements and procedures; grading policy; information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion based on normal student progress and the frequency of course offerings; names, titles, degrees held, and conferring institutions for administrators and full-time faculty; rules and regulations for conduct, rights, and responsibilities; tuition, fees, and other program costs; refund policies and procedures for students who withdraw from enrollment; opportunities and requirements for financial aid; and the academic calendar.*

LC State publishes a digital General Catalog annually with a desired publication date of July 1. The online catalog contains the institution's admission requirements and policies, grading policy, program information including sequential plans, learning outcomes, and course descriptions. The catalog also lists faculty and administrator information including degrees held and faculty rank. General information about student conduct, tuition and fees, total withdrawal, and financial aid are also included in the online catalog.

The Student Code of Conduct is published in the Student Handbook as well as in the catalog. The handbook also outlines student rights and responsibilities and provides direction to students seeking information about tuition/fees, refund policies, withdrawal policies, and an academic calendar. This information is updated annually on appropriate college websites.

## 2.G.3 LICENSURE; EMPLOYMENT REQUIREMENTS:

*Publications and other written materials that describe educational programs include accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered. Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials.*

LC State follows national and/or state legal eligibility requirements for licensure or entry into an occupation or profession are listed on the [Professional Licensure & State Authorization webpage](#) in compliance with the National Council of State Authorization Reciprocity Agreements (NC-SARA) guidelines and requirements. Some LC State noncredit-bearing courses, offered via Work Force Training, must also meet licensure requirements and are listed on their [Professional Licensure Disclosures webpage](#).

## 2.G.4 FINANCIAL AID:

*The institution provides an effective and accountable program of financial aid consistent with its mission, student needs, and institutional resources. Information regarding the categories of financial assistance (such as scholarships, grants, and loans) is published and made available to prospective and enrolled students.*

LC State provides an effective program of financial aid consistent with its mission and goals, institutional resources and meets the financial need of the students. Over 75% of the student body at LC State receives some form of financial assistance.

LC State offers [merit-based scholarships](#) to high performing students to assist with meeting educational expenses, along with [non-resident tuition waivers](#) for eligible students who are residents of other states or countries. The college also offers [federal](#) and [state aid](#) to assist with meeting educational expenses per the appropriate governing eligibility criteria. Federal aid includes [grants](#), [loans](#), and [work study](#). There are financial aid opportunities for both undergraduate and [graduate students](#). Information about these aid options is provided on the college's website, during in-person presentations by financial aid or other enrollment staff, and in various publications. Information is also provided on the college's [Consumer Information](#) page.

The [LC State Foundation](#) assists in providing [scholarship funds](#) to eligible students. These scholarships focus on students with specific financial needs, who are enrolled in specific programs of study, and/or who have other unique affiliations. The scholarships managed by the Foundation originate from external donors or agencies as well as funds invested by the Foundation itself.

## 2.G.5 FINANCIAL AID:

*Students receiving financial assistance are informed of any repayment obligations. The institution regularly monitors its student loan programs and publicizes the institution's loan default rate on its website.*

The college disbursed between \$7 million and \$9.1 million in student loans for each of the academic years starting in the Fall of 2020 through the end of Spring 2024. The highest total loan distributions over this period occurred in the 2020-21 academic year. The number of borrowers in the 2020-21 academic year totaled 1,509 students and the number in the 2023-24 academic year was 1,212 students.



LC State provides information about repayment obligations to students who receive financial assistance. This information is provided when students receive their offer letters and statements. Return-to-Title IV information is provided for general financial aid recipients and federal loan recipients receive repayment information with both entrance and exit loan counseling. The college contracts with ECMC to assist in managing loan repayment for LC State borrowers. The institution's cohort default rate is published on the Financial Aid website under the "Student Loans" header. The default rate for FY18 was 9.2%, in FY19 was 1.5%, and in FY 20 was 0%.

\* Note: Generally, the official FY21 cohort data would have been published in early August but several delays with the U.S. Department of Education has resulted in a likely publish date of mid-September. The calculation methodology for cohort default rates is such that the calculation doesn't begin until approximately 3 years after the student has gone into repayment, which is why we're just now getting the FY21 data. The draft data for FY21 shows that our default rate remains at 0%. When this is official, the data will be posted here: <https://nsldsfa.ed.gov/cdr-searchable-database/school/search> and, in turn, our webpage will be updated.

## 2.G.6 ADVISING:

*The institution designs, maintains, and evaluates a systematic and effective program of academic advisement to support student development and success. Personnel responsible for advising students are knowledgeable of the curriculum, program and graduation requirements, and are adequately prepared to successfully fulfill their responsibilities. Advising requirements and responsibilities of advisors are defined, published, and made available to students.*

LC State's academic advising program is described in institutional Policy 2.116 and myriad resources to support both students and academic advisors are located on The Advising Center's webpages. These resources articulate the roles and responsibilities expected from both advisors and advisees. In summary, advisors are tasked with assisting students in clarifying their academic and career goals, providing accurate information about programs and curricula, and assisting students in completing their programs of study in a reasonable amount of time. Advisees are expected to be familiar with their program requirements and adjust their programs of study as needed to accommodate scheduling changes or unforeseen circumstances.

The college uses professional academic advisors as well as faculty advisors to meet the needs of LC State's students. Freshmen are advised by professional advisors who work in the Advising Center along with other administrative units (e.g., Native American, Minority, and Veterans' Services). The Senior Director of Academic Advising conducts routine meetings with professional academic advisors who work in Student Affairs to ensure they are kept up to date on program changes, technology updates, college policies, and other information that impacts their work. Freshmen advisees are also assigned a peer mentor and a faculty mentor to ensure they have resources to help them navigate their first semester or first year of study. After freshman have completed one or two semesters successfully, they are assigned advisors from the instructional divisions. Annual professional development opportunities exist for all advisors both academic and professional. These training opportunities are both internal and external and

address best practices advising. Faculty and staff may also request professional development funds to attend conferences that ensure current trends and practices are being implemented into the institutional advising process.

Returning adult students (e.g., former LC State students who return to complete their degrees), transfer students, and graduate students are advised by faculty advisors or a professional advisor that works in a specific instructional division (e.g., Division of Nursing and Health Sciences).

## 2.G.7 IDENTITY VERIFICATION (DISTANCE ED.):

*The institution maintains an effective identity verification process for students enrolled in distance education courses and programs to establish that the student enrolled in such a course or program is the same person whose achievements are evaluated and credentialed. The institution ensures that the identity verification process for distance education students protects student privacy and that students are informed, in writing at the time of enrollment, of current and projected charges associated with the identity verification process.*

LC State has an effective identity verification process for students enrolled in distance education courses and programs to establish that the student enrolled in such a course or program is the same person whose achievements are evaluated and credentialed. In addition, LC State ensures that the identity verification process for distance education students protects student privacy and that students are informed, in writing at the time of enrollment, of current and projected charges associated with the identity verification process.

LC State confirms the identities of all students who register for distance courses and/or programs in accordance with the United States Federal Higher Education Opportunity Act (HEOA) of 2008, Public Law 110-315. The HEOA states all credit-bearing courses and programs offered through distance education methods are verify their identities using one, or a combination of, the following: an individual secure login and password issued by the College, proctored examinations, and/or other technologies or practices that are effective in verifying student identification. Additionally, per HEOA, if any fees associated with the verification of student identity will be charged to students, they will be indicated on the [Student Accounts, Tuition and Fees website](#).

In addition to verification on the admissions level, LC State follows FERPA protocols to establish a student's identity when they contact any campus office for services or assistance when protected information could be accessed. When communicating by email, only college assigned emails from the students *lcmail.lcsc.edu* or *students.lcsc.edu* are accepted. When a student calls a campus office, their identity must be confirmed via Colleague (LC State's electronic student information system) using a combination of factors that could be the date of birth, last 4 of their social security number, their *Warrior ID* number, or permanent address.

In the classroom, faculty use a variety of methods to engage students on a regular basis. In the course space, this can include regularly assigned assessments, interactive discussion boards, pre-recorded lectures, live class sessions (hybrid face to face sessions or remotely via video conferencing), and interacting with activities or experiences arranged by the instructor. On a more direct level, faculty can have virtual one-on-one meetings with students, provide electronic feedback on assignments, and post video messages for students via email or the LMS. All of these academic interactions are listed on the course syllabus so students can be successful throughout the course

## 2H. LIBRARY & INFORMATION RESOURCES

### 2.H.1 LIBRARY AND INFORMATIONAL RESOURCES:

*Consistent with its mission, the institution employs qualified personnel and provides access to library and information resources with a level of currency, depth, and breadth sufficient to support and sustain the institution's mission, programs, and services.*

#### **Program Mission and Goals**

The LC State library supports the academic and vocational programs of LC State by selecting, organizing, and disseminating information. It meets the information needs of its community by building a coherent and rational collection of print and non-print materials that support the institution's teaching and research functions.

To achieve this mission, the library staff:

- Participates in curriculum development and review. A librarian serves on Curriculum Committee.
- Collaborates closely with teaching faculty and students to analyze their curricular, research, and recreational interests. Librarians are assigned as department liaisons.
- Teaches the bibliographic structure of knowledge and access methods.
- Explores and implements new technology to expand and improve information resources and services.
- Tests new ways to extend services to the broader community.
- Encourages cooperative programs and arrangements with other libraries through networking and consortia to share information resources. Library Director and Librarians serve on NIAL (Network of Idaho Academic Library committees), the library is part of the Inland Northwest Library Consortium.
- Inter-departmental Communication: Communication occurs through monthly staff meetings and librarian meetings, as well as weekly circulation management meetings. Additional meetings are scheduled as needed, including collection development meetings, purchasing meetings, and assessment planning meetings.

#### **Collection Assessment, Management, and Development**

Central to the library's core mission is the quality of its collection. The primary function of collection development activities at the library is to build and maintain a collection in various

formats to support the college curriculum, mission, and information needs of students, staff, and faculty.

The collection development policy outlines the principles, guidelines, and criteria used by library staff for the selection, acquisition, evaluation, maintenance, and deselection of materials. The policy aims to assist librarians in providing current, diverse, and balanced collections to support the instructional, institutional, and individual needs of students, staff, faculty, and other stakeholders.

Final responsibility for implementing this policy rests with the Director of the Library, who has budgetary authority over resource funds. Overall responsibility for the selection, development, and maintenance of the collection lies with the library staff, who are familiar with appropriate selection tools and the specific information needs of library users. The library staff consults with teaching faculty to ensure their input in collection development that supports the LC State curriculum. While the library staff welcomes faculty recommendations for materials, the final selection responsibility lies with the library staff, who will use their discretion to determine if the recommended materials fit the library's selection guidelines. Selected and purchased items will be available for campus use and will complement current course instruction, circulated according to the library's normal check-out periods.

## **Instruction**

Providing materials is just one aspect of the library services. It's crucial to support courses, faculty, and student research with comprehensive instructional offerings. These include:

- **Instructional Sessions:** Faculty can book these sessions via our form. They take place either in the classroom, onsite at the library, or online.
- **Informal Instruction:** This is available to students who walk into our circulation/reference desk seeking assistance or book research appointments online.

## **Student Research Services and Support:**

Providing diverse student research services is crucial for fostering and enhancing research skills at LC State and beyond. The library strives to make research resources available off-campus 24/7, with the exception of books, which can be requested and mailed to students.

Additionally, the library works with various divisions to provide a textbook program supporting several humanities courses. This program was initially supported by a State of Idaho Grant. The library also houses Student Success, Tutoring, Accessibility, the Warrior Food Pantry, and the Writing Center. The library staff collaborates closely with these departments to ensure LC State students receive the best possible services.

## Faculty Support and Liaison Plan

LC State assigns a librarian to each division. The librarians' liaison duties and purchasing areas are highlighted on their individual profile pages and communicated to the Chair's Council and LC State Administration. Librarians also serve on various campus committees, including the Curriculum Committee, Student Affairs, Budget Committee, and Faculty Senate. The Library Director chairs the Library Advisory Committee, serves on Academic Affairs, and the Chair Committee.

## Annual Assessment Overview

The annual assessment includes data on the following key areas: budget, resources, usage, Physical Item turnover rate, and library program attendance.

This assessment data is submitted to administration each Fall semester and is also reflected in the Library IPEDS/ACRL Statistics submitted annually in the Spring. The collected data is reviewed several times a year, with consideration given to other relevant assessment data that should be included.

## 2I. PHYSICAL & TECHNOLOGY INFRASTRUCTURE

### 2.I.1: PHYSICAL & TECHNOLOGY INFRASTRUCTURE

*Consistent with its mission, the institution creates and maintains physical facilities and information technology infrastructure that are accessible, safe, secure, and sufficient in quantity and quality to ensure healthful learning and working environments that support and sustain the institution's mission, academic programs, and services.*

LC State has 23 major buildings, and nineteen are located on Lewiston's Normal Hill main campus, and support most of the academic programming functions of the college. The Normal Hill campus also includes smaller support structures such as storage, maintenance, special-use facilities, and residential units. The Schweitzer Career & Technical Education Center is located in the Lewiston Orchards district and houses select Career & Technical Education Programs. LC State also owns two facilities on Lewiston's main street: the Center for Arts & History, and Clearwater Hall. An additional facility is the North Lewiston Training Center which supports Workforce Training programs. LC State also maintains outreach operations in the DeArmond Center located on the North Idaho College campus in Coeur d'Alene. Lastly, LC State operates additional outreach sites in the towns of Grangeville, Moscow, and Orofino. The latter locations constitute the spaces the college currently leases. Additional building information can be found in the Facility Inventory section of the [campus master plan](#).

LC State is governed by Idaho Code and the Idaho State Board of Education policy [V.I. Real and Personal Property and Services](#) that establish processes, appropriate

standards, authorization requirements and internal controls to ensure that LC State's fixed assets are acquired, safeguarded, monitored, disposed of, and accounted for in accordance with Idaho law. LC State's physical infrastructure is managed by the Physical Plant department which oversees the space request process, alterations, maintenance and repairs, and space utilization. Additionally, Physical Plant has primary responsibility to ensure LC State campuses are safe, secure, and provide healthy learning and working environments that support LC State's mission, academic programs, and services.

LC State currently manages and tracks the physical infrastructure for sufficiency, alterations, maintenance and repairs, and space utilization through four primary mechanisms: the LC State deferred maintenance study, the 7-year campus facility master plan, an annual needs analysis, and the preventative maintenance and daily work order system. Identified needs are included as part of the LC State budget, Resource Request Form (RRF) process, and/or the Idaho State Permanent Building Fund Advisory Council (PBFAC) budget request.

The Capital Budget Request document is LC State's request to the State of Idaho's Permanent Building Fund Advisory Council (PBFAC) for Major Capital Improvement, Deferred Maintenance, Alteration and Repair, and ADA Accessibility projects. The content and outputs of both the deferred maintenance study and 7-Year Campus Facilities Master Plan guide and inform LC State's requests to the Permanent Building Fund Advisory Council.

Since the last accreditation cycle, LC State completed its Formal Campus Master Planning (CMP) effort in 2021. The State Board of Education Policy V.K.8 requires each institution to develop a seven (7) to fifteen (15) year Campus Master Plan (CMP). Per the policy "the CMP serves as a planning framework to guide the orderly and strategic growth and physical development of an institution's campus. The CMP shall be consistent with and support the institution's current mission, core themes, strategic plan, and six-year capital construction plan". Section teams and subgroups were created, team members included representation from Administrative Services, Academic Affairs, Student Affairs, and the president's direct reports along with community involvement. The plan provides information about LC State, makes explicit the connection between the campus master plan and the college's mission and strategic plan, and details the purpose, guiding principles, and assumptions considered as initiatives were explored. The plan includes initiatives to be undertaken over the seven plus years, a facility inventory for reference, an appendix including a summary of information for major buildings, and a major capital request plan.

LC State continues to improve upon the physical infrastructure to support and enhance the student experience. The college has gained substantial support from the Governor, the Idaho State Legislature, the Idaho Division of Public Works, the Permanent Building Fund Advisory Council (PBFAC), and the Idaho State Board of Education to upgrade and enhance the campus. PBFAC has allocated LC State \$13.8 million for deferred maintenance projects from the fiscal year 2023 and 2024 legislative budgets, and \$2.37 million for In Demand projects.

Additionally, the \$13.8 million in deferred maintenance funding will be directed towards life safety upgrades, HVAC system upgrades, and plumbing and electrical upgrades in several buildings across campus. The above-mentioned fire alarm upgrades projects are completed, an HVAC upgrades project is under construction at Thomas Jefferson Hall, and HVAC upgrades projects are currently in design for the Activity Center and Reid Centennial Hall. Additional projects are in the schematic stage of development and will be implemented over the course of the next 3-5 years.

The \$2.37 million received from PBFAC for In Demand projects will fund tenant improvements at the ground floor of Clearwater Hall for the Workforce Training Center (WFT) and renovations to the Living and Learning Center to enhance the student life experience by providing a live-learn facility for a 20-student community. When living and learning are connected, retention and on-time graduation are improved. To put this successful practice into place, and to make efficient use of its infrastructure and resources, LC State is repurposing an existing facility into a living and learning center. The improvements at Clearwater Hall will allow LC State to co-locate WFT with the Idaho Small Business Development Center and Adult Learning Center; (b) place this unit in closer proximity to the primary LC State campus; and (c) locate WFT in the heart of Lewiston's main street business district. Co-locating WFT to this space will foster synergies to help create a one-stop shop for adult learners and small businesses (GED to certificate; business development to business success; and personal development for the needs in-between).

## **Campus Safety**

The LC State Public Safety Department conducts appropriate provisions for the safety and security of LC State students, faculty, staff, and visitors. All LC State constituents collectively have a shared responsibility for LC State's campus safety and security. The Campus Safety and Security Department consists of 6 full-time officers and an additional 3 part-time staff. Public Safety is present on campus 24 hours a day. In line with the LC State safety and Security Policy (3.136), the Director of Public Safety is responsible for LC State's emergency management response, which consists of the campus-wide emergency warning system, coordination with local and state law enforcement and emergency agencies, conducting vulnerability and threat

assessments and remediation, execution of emergency policies and procedures, and conducting preparedness activities and drills. LC State's Emergency Response Plan (ERP) and Continued Operations Plan (COOP) outline roles and responsibilities for LC State employees to follow in emergencies and disasters. These plans are able to be used in conjunction with city and county emergency management.

To help promote a safe academic, learning, and work environment, the LC State Firearms Policy (4.123) prohibit open-carry firearms and weapons on campus, except for law enforcement officers and those exempt under Idaho law.

LC State complies with the Clery Act and produces an Annual Safety and Security Report that outlines campus crime statistics and security policies and is posted and publicly available on LC State's website.

LC State is committed to promoting and maintaining an environment where students, faculty and staff participate in the educational process without compromising the health, safety or welfare of themselves or others. Per LC State Campus Safety and Security Policy (3.136), LC State has established a Behavioral Response and Threat Assessment Team to formalize the process by which LC State addresses real and potential threats to LC State students, employees, and property. The Behavioral Response Team may work with appropriate campus departments, and law enforcement agencies to expedite threat assessment and intervention. The Threat Assessment Team will also develop comprehensive fact-based assessments of students, employees or other individuals who may present a threat to LC State. The institution also conducts regular training regarding campus violence, threats, and emergencies via an online training curriculum through Vector Training. Periodic in-person training is also conducted and upon request.

All resources at LC State, including technology, exist as enablers of the institution's mission, vision. Technological equipment and software needs are identified and funded as part of LC State's integrated assessment, planning, and budgeting process. Funding sources for technology purchases include state General Fund and Career & Technical dollars, student fee revenues, and grants (federal and state). Once acquired, technology is maintained via contracts and/or through the expertise of the in-house Information Technology Department.

### **Mission-Critical Enterprise Technology**

While the centralized Information Technology (IT) department handles enterprise-level systems and infrastructure, it plans in the same way as all other departments on campus. This standardized planning includes the college's annual cycle of formal assessment that reviews each functional area's responsibilities, followed by a department's request for resources as justified by its assessment results. A department's requests are given context and constraint by:

- LC State's Strategic Plan
- Budgeting scenarios provided annually by the president,
- Results from the unit's annual assessment,



- Unforeseen challenges and opportunities.

After the IT department provides its input, the IT department head participates in a resource request prioritization process (campus name: functional area committee) that gives the administration a method for finding the greatest good among all requests. This annual sequence of assessment, resource request, and functional area review, ends when the state legislature sets the final budget and the college's administration allocates funds in accordance with the collective planning process.

One recent example of unforeseen circumstance that impacted IT planning and budgeting was the increased federal dollars during the Coronavirus pandemic. Enterprise-level systems and infrastructure that was purchased using this funding source include replacement and expansion of wireless access points in residence halls and parking lots, video surveillance camera additions, and replacement of video storage server, and classroom equipment upgrades for distance learning. Now that federal funding is returning to normative levels, the IT department is preparing for the replacement cycle of those technologies so that replacements costs do not hamstring the institution when external funding is presumably not so abundant.

### **Classroom and Instructional Technology**

The State of Idaho provides annual support for upgrading classroom technology. The IT Department uses this recurring fund to plan for the replacement and upgrade of approximately 90 classrooms. Using design input from faculty, each room is outfitted with presentation technology that corresponds to the size of the room and its intended purpose. The regularity of the funding and the feedback loop from instructors has created a standardized set of classroom technology that allows faculty members to move from room to room with the confidence acquired from familiarity.

### **Department Technology**

Each organizational unit annually reflects on program objectives and includes a work plan that might include technology needs. Annual assessment leads directly to the annual phase for requesting new or replacement technology, using the LC State Resource Request Form. Requests are pooled and vetted at the division level, and then forwarded to the President's Cabinet for review and allocation of state funding. Budget allocations to organizational units are used for both discipline-specific technology as well as general-purpose desktop productivity tools.

The Information Technology has developed preferred computer packages for routine purchases by the college divisions and departments, one each for standard users, and one each for processor-intensive users. Divisions and departments will be encouraged to purchase these predefined packages and may be asked to justify purchases that are outside the defined packages. Per LC State's IT Replacement and Upgrade Policy, there is a six (6) year replacement cycle for desktops, laptops and campus owned mobile computing devices. IT provides departments a computer inventories each year with the age of the computers in their inventory. All information technology resources in use at the college must be:

1. Able to run the currently designated and supported operating systems and software.
2. Supported by the original equipment manufacturer (OEM) for security and service updates; and
3. Able to function safely and not present a risk to the user or environment.

The Information Technology office will coordinate the review of all technology resources for compliance with college policies, rules, and guidelines. The Information Technology office will work across all divisions and departments to align and consolidate software purchases and, wherever possible, minimize software functional duplication across different titles.

## **Vulnerability Management**

To ensure compliance with new Gramm-Leach-Bliley Act (GLBA) requirements effective June 9, 2023, and to align with recommendations from LC State's financial auditor; a vulnerability management policy was implemented. To ensure the college identifies vulnerabilities and installs all necessary patches and updates, IT does the following:

1. Create and maintain an established and current inventory of the college's IT systems.
2. Monitor professional cybersecurity information resources, including REN-ISAC and CISA, to identify any vulnerabilities potentially affecting the college and all known remediations.
3. Conduct weekly external (Cyber Assessments - Cyber Hygiene Scans from the Cybersecurity and Infrastructure Security Agency, CISA) and internal vulnerability scans (Tenable.sc) on all college systems, servers, and desktops.
4. Enable the approved Endpoint Detection and Response (EDR) system and ensure it is properly installed and functioning on all college computers and servers, with the EDR system receiving automatic updates at least daily.
5. Ensure the EDR system does a full system scan at least once per day on all servers and at least once per week for all desktop and mobile computers.
6. Prioritize vulnerability remediation based on threat and potential impact.
7. Mitigate vulnerabilities in a timely manner, as defined by the following assigned scores:
  - a. Critical risk rating should be investigated within five (5) business days and mitigated or remediated as soon as possible, with a goal of at least mitigation status within ten (10) business days.
  - b. High risk rating should be investigated within ten (10) business days and mitigated or remediated as soon as possible, with a goal of at least mitigation status within twenty (20) business days.
  - c. Medium risk rating should be evaluated within thirty (30) business days.
    - i. If that evaluation shows that the vulnerability does not directly affect college systems or services, the vulnerability should be noted and tracked to ensure the risk does not change.
    - ii. If the vulnerability may or does affect college systems or services and a mitigation or remediation is identified, the vulnerability should be remediated as soon as practical, with a goal of at least mitigation status within forty-five (45) business days; and

- d. Low risk rating should be investigated as time permits and mitigated or remediated when possible.

Evidence:

Policy 1.201: Internet Use Policy

Policy 1.202: Appropriate Use Policy for Technology

Policy 1.203: Electronic Mail Policy

Policy 1.204: Personal Computer Policy

Policy 1.205: Surplus Computer Policy

Policy 1.206: Cyber Vulnerability Management Policy

Policy 1.208: Clear Desk & Screen Policy

Policy 1.209: Information Technology (IT) Replacement and Upgrade Policy

Policy 1.210: Data Governance Policy (DRAFT-awaiting administrative review)

Policy 1.211: SSN & PII Policy (DRAFT-awaiting administrative review)

Policy 1.212 Cybersecurity & IT Risk Management (DRAFT-awaiting administrative review)

Policy 1.213 Lost or Stolen Information Technology Equipment Policy (DRAFT-awaiting administrative review)

Policy 1.214 Change Management Policy (DRAFT-awaiting administrative review)

Policy 1.215 One Computer Policy (DRAFT-awaiting administrative review)

## STANDARD 2 EVIDENCE / ITEM

ELEMENT SPECIFIC	SPECIFIC ASSOCIATED STANDARD	REQUIRED EVIDENCE / ITEM	LINKS AND/OR REFERENCES TO REQUIRED EVIDENCE
Governance	2.A.1 Board	Institutional governance policies & procedures	<a href="https://boardofed.idaho.gov/board-policies-rules/">https://boardofed.idaho.gov/board-policies-rules/</a> <a href="https://boardofed.idaho.gov/board-facts/">https://boardofed.idaho.gov/board-facts/</a> <a href="https://www.lcsc.edu/policies (1.101)">https://www.lcsc.edu/policies (1.101)</a>
		System governance policies/procedures (if applicable)	Not Applicable
		Multiple board governing policies/procedures (if applicable)	
		Board's calendar for reviewing institutional and board policies /procedures	
		By-laws and Articles of incorporation referencing governance structure	<a href="https://legislature.idaho.gov/statutesrules/idstat/title33/t33ch31/sect33-3101/">https://legislature.idaho.gov/statutesrules/idstat/title33/t33ch31/sect33-3101/</a>
	2.A.2 Leadership	Leadership Organizational chart	Appendix 1
		Curriculum vitae of executive leadership	Appendix 2
	2.A.3 CEO / President	Curriculum vitae of President / CEO	Appendix 2
	2.A.4 Decision-making	Institutional governance policies & procedures (see 2.A.1)	<a href="#">LC State Policies and Procedures</a> <a href="#">Faculty Governance</a> <a href="#">Professional Staff By-Laws</a> <a href="#">Classified Staff By-Laws</a> <a href="#">ASLCSC: webpage</a> <a href="https://www.lcsc.edu/media/14900/constitution-2023-2024docx-1.pdf">https://www.lcsc.edu/media/14900/constitution-2023-2024docx-1.pdf</a> <a href="https://www.lcsc.edu/media/15031/bylaws-4_30_2024.pdf">https://www.lcsc.edu/media/15031/bylaws-4_30_2024.pdf</a>
Academic Freedom	2.B.1 and 2.B.2 policies and Procedures	Academic freedom policies and procedures	<a href="https://www.lcsc.edu/media/2952/2101-academic-freedom-accessible.pdf">https://www.lcsc.edu/media/2952/2101-academic-freedom-accessible.pdf</a> <a href="https://boardofed.idaho.gov/board-policies-rules/board-policies/higher-education-affairs-section-iii/academic-freedom-and-responsibility/">https://boardofed.idaho.gov/board-policies-rules/board-policies/higher-education-affairs-section-iii/academic-freedom-and-responsibility/</a> <a href="#">Syllabus statement : (Syllabus addendum &amp; Faculty Syllabus information)</a>

			<u>Student handbook statement</u> (see page 38)
	2.C.1 Transfer of credit	Transfer of credit policies / Procedures	<u>Transfer policies and Procedures</u> <u>Policy III.V., Articulation and Transfer.</u>
	2.C.2 Students' rights, responsibilities	Documentation of students' rights and responsibilities policies and procedures which include: (Student handbook or Catalog; links to webpages - please note specific pages or areas) Academic honesty	<u>Office of the Vice President for Student Affairs</u>  <u>Student Handbook</u>  <u>Policy 5.105 (Student Code of Conduct)</u>
		Appeals, grievances	<u>Grievances, Appeals, or Complaints</u>
		Accommodations for persons with disabilities	<u>Accessibility Services</u>
	2.C.3 Admissions; placement; academic standing	Policies and procedures for recruiting, admitting, and placing students (If Catalog, please note specific pages)	<u>General Catalog Information</u> <u>Admissions</u> <u>Policy 5.202 (Domestic Admissions Policy)</u> <u>Policy 5.207 (Graduate Admissions Policy)</u> <u>Math and English Placement</u> <u>Math Placement determination</u> <u>Policy III.Q (State Board of Education Admissions Policy)</u>
		Policies / procedures related to continuation and termination from educational programs including appeal process and readmission policies / procedures (If Catalog, please note specific pages.)	<u>Academic Standings</u>  <u>Academic Petition</u>
	2.C.4 Student records	Policies / procedures regarding secure retention of student records, i.e., back-up, confidentiality, release, protection from cybersecurity issues or other emergencies	<u>Policy 1.117 (FERPA Policy)</u> <u>Policy 4.103 Records Retention</u> <u>EEA Privacy Disclosures</u> <u>Policy 1.206 Cyber Vulnerability Management</u> <u>President's Council summary GLBA/Risk Assessment</u>
Institutional Integrity	2.D.1 Truthful representation	Policies / procedures or reviewing published materials (print or websites) that assures institutional integrity	<u>Policy 3.101 Code of Ethical Conduct</u>  <u>Policy 1.113 Conflict of Interest</u>
	2.D.2 Ethics and complaints	Policies / procedures for reviewing internal and external complaints and grievances	<u>Policy 3.127 Classified Employee due process</u> <u>Policy 3.128 Professional Staff Grievance</u> <u>Policy 2.115 Faculty Grievance</u> <u>Student Grievances</u>
	2.D.3 Conflicts	Policies / procedures prohibiting conflict of interests	<u>Idaho Division of Human Resources Conflict of Interest</u> <u>Policy 3.101 Code of Ethical Conduct</u>

	of interest	among employees and board members	<u>Policy 1.113 Conflict of Interest</u>
Financial Resources	2.E.1 Audits, oversight	Policies / procedures that articulate the oversight and management of financial resources	<u>Idaho State Board of Education's financial policies</u> <u>LC administrative policies</u>
		Latest financial audit including management letter:	<u>Financial Statements</u> <u>Audit report and financial statements &amp; management letter</u>
		Cash flow balance sheets	<u>Cash flow Balance Sheets (page 19-20)</u>
		Audited financial statements	<u><a href="https://www.lcsc.edu/administrative-services/lcsc-financial-statements">https://www.lcsc.edu/administrative-services/lcsc-financial-statements</a></u>
		Tuition and fees, educational, and auxiliary revenue for undergraduate and graduate enrollment	<u><a href="https://www.lcsc.edu/administrative-services/lcsc-financial-statements">https://www.lcsc.edu/administrative-services/lcsc-financial-statements</a> Page 17</u>
		Significant contracts / grants	<u><a href="https://www.lcsc.edu/administrative-services/lcsc-financial-statements">https://www.lcsc.edu/administrative-services/lcsc-financial-statements</a> Page 17</u>
		Endowment and giving reports	<u><a href="https://www.lcsc.edu/administrative-services/lcsc-financial-statements">https://www.lcsc.edu/administrative-services/lcsc-financial-statements</a> Page 20</u>
		Investment revenue	<u><a href="https://www.lcsc.edu/administrative-services/lcsc-financial-statements">https://www.lcsc.edu/administrative-services/lcsc-financial-statements</a> Page 19</u>
	2.E.2 Planning	Policies / procedures for planning and monitoring of operating and capital budgets, reserves, investments, fundraising, cash management, transfers and borrowing between funds	<u>V.B. Budget Policies.</u>  <u>budget development timeline</u>  <u>Investments Policy</u>  <u>Idaho State Board of Education's Bonds and Other Indebtedness policy</u>
	2.E.3 Management	Description of internal financial controls	Document narrative
		Board approved financial policies, state financial policies, or system financial policies	Document narrative
Human Resources	2.F.1 Employee Information	Human resource policies / procedure	<u>Lewis-Clark State College Policies and Procedures Webpage (previously the employee handbook)</u>
		Policies / procedures related to teaching, scholarship, service, and artistic creation	<u>Lewis-Clark State College Policies and Procedures Webpage (previously the employee handbook)</u> <u>Section 2 Academic Affairs</u>

		Policies / procedures for apprising employees of working conditions, rights and responsibilities, evaluation, retention, promotion, and termination	<a href="#"><u>Lewis-Clark State College Policies and Procedures site</u></a> <a href="#"><u>Policy 2.106 Faculty Rank and Promotion</u></a> <a href="#"><u>Faculty Promotion, Tenure &amp; Periodic Performance Review</u></a>
	2.F.2 Professional development	Employee professional development policies / procedures	<a href="#"><u>Professional Development &amp; Training (PDT) Program</u></a>
	2.F.3 Sufficiency	Documentation about engagement and responsibilities specified for faculty and staff, as appropriate	Document narrative
		personnel hiring policy / procedures	<a href="#"><u>Policy 3.106 Recruiting/Hiring Policy</u></a>
		Academic organizational chart	<a href="#"><u>AA Org Chart</u></a>
	2.F.4 Evaluation	Administrative / staff / faculty evaluation policies / procedures	<a href="#"><u>Policy 2.112 Procedures for Faculty Evaluations</u></a> <a href="#"><u>Policy 2.113 Periodic Performance Review</u></a> <a href="#"><u>Idaho State Board of Education Governing Policies and Procedures</u></a> <a href="#"><u>Policy 3.129 Performance Evaluation of Employees</u></a>